DOCUMENT RESUME

ED 352 094 JC 930 015

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TITLE Affirmative Action Programs in the California Community Colleges, 1991-92: An Annual Report to the Board of Governors and the Legislature.
INSTITUTION California Community Colleges, Sacramento. Office of the Chancellor.
PUB DATE 14 Jan 93
NOTE 27p.; Discussed as Agenda Item 13 at a Meeting of the Board of Governors of the California Community Colleges (Sacramento, CA, January 14, 1993). For 1990-91 report, see ED 335 085.
PUB TYPE Reports - Research/Technical (143) -- Statistical Data (110)

EDRS PRICE MF01/PC02 Plus Postage.
DESCRIPTORS *Affirmative Action; Annual Reports; Community Colleges; Comparative Analysis; Educational Legislation; Employed Women; *Ethnic Groups; *Long Range Planning; *Minority Groups; State Surveys; Tables (Data); Trend Analysis; Two Year Colleges
IDENTIFIERS *Assembly Bill 1725 (California 1989); *California Community Colleges

ABSTRACT

Through Assembly Bill (AB) 1725, the California State Legislature provided two goals for staff diversity in the state's community colleges. The near-term goal was to achieve a 30% systemwide hiring rate of ethnic minorities during the 1992-93 fiscal year, and the long-term goal was to have a workforce in the community colleges that mirrored the demographic characteristics of the state's population by the year 2005. Figures on systemwide hires during the period between fall 1990 and fall 1991 indicate that: (1) the system has reached and exceeded a 30% hiring rate of ethnic minorities by the year 1992-93; (2) of the 291 executive, managerial, and administrative jobs, 106 (36.4%) were minorities; (3) of the 1,218 faculty hires, 381 (31.2%) were minorities; (4) of the 115 non-faculty professional hires, 38 (33.0%) were minorities; (5) 327 out of the 983 (33.3%) secretarial hires were minorities; (6) 142 out of 464 (30.6%) technical and paraprofessional hires were minorities; (7) 25 of the 92 (27.2%) skills crafts hires were minorities; and (8) 195 of the 391 (49.9%) service and maintenance hires were minorities. From 1984 through 1991, the percent of women who were full-time faculty increased by 27.3%, so that in 1991 41.4% of full-time faculty members were women. The participation rate of white faculty increased by 2.0%, so that in 1991 81.1% of full-time faculty were white. The total number of faculty grew by 7.9%. Extensive data tables are appended. (MAB)

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ED352094

Board of Governors
California Community Colleges
January 14, 1993

AFFIRMATIVE ACTION PROGRAMS IN THE CALIFORNIA COMMUNITY COLLEGES, 1991-92: AN ANNUAL REPORT TO THE BOARD OF GOVERNORS AND THE LEGISLATURE

13

First Reading, Action Scheduled

Staff Presentation: *Maria C. Sheehan, Vice Chancellor*
Human Resources Division

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Discussed as Agenda Item 13 at a Meeting of the Board of Governors of the California Community Colleges (Sacramento, CA, January 14, 1993)

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Board of Governors
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AFFIRMATIVE ACTION PROGRAMS IN THE CALIFORNIA COMMUNITY COLLEGES, 1991-92: AN ANNUAL REPORT TO THE BOARD OF GOVERNORS AND THE LEGISLATURE

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Background

The benefits derived from a California Community Colleges work force that is reflective of the demographic composition of the state are recognized to be many. The Legislature, in *Education Code* Section 87100, Legislative Findings and Declarations, and the Board of Governors have identified those benefits to include:

- the educationally sound impact of the positive image provided to all community college students by minority representatives in the college work force;
- the institutionally beneficial perception of community colleges being welcoming, comprehensively diverse organizations; and
- the societally rewarding effect of implicit lessons concerning democratic principles and inclusiveness that can be best taught through diverse populations working towards common goals.

Because the current community college full-time work force does not completely reflect the demographics of California, explicit plans and programs have been set in place to move the colleges towards the goal of full work force diversity. In Assembly Bill 1725 (Chapter 973, Statutes of 1988), the Legislature provided two goals toward this end. The near-term goal is to achieve a 30 percent systemwide full-time hiring rate of ethnic minorities during the 1992-93 fiscal year. The long-term goal is to achieve a systemwide, full-time work force that reflects the adult population of the state in the year 2005.

As part of that effort, this report and accompanying data are provided in response to *Education Code* Section 87104, which requires the Board of Governors to "... report to the Legislature regarding the number of districts which have adopted and are maintaining affirmative action programs, including the effectiveness of the programs ...." This report is presented to the Board so that it may be responsive to this legislative mandate.

Analysis

This agenda item supports the general conclusion of the Chancellor's Office that the Faculty and Staff Diversity program is effectively working towards the goals of the Legislature. The report reviews the latest full-time work force diversity and affirmative action statistics, including systemwide trends and institutional differences in these efforts, and summarizes efforts that have been undertaken pursuant to diversity goals and some of the intrinsic challenges. The appendices disclose the data sets from which the conclusions are drawn.

Recommended Action

That the Board of Governors adopt this annual report and forward it to the State Legislature as required by *Education Code* Section 87104.

Staff Presentation: *Maria C. Sheehan, Vice Chancellor*
Human Resources Division

Affirmative Action Programs in the California Community Colleges, 1991-92

An Annual Report to the Board of Governors and the Legislature

This report is submitted in compliance with *Education Code* Section 87104(a)(2), which provides for a report to the Legislature regarding "the number of [community college] districts maintaining affirmative action programs, including the effectiveness of the programs in meeting the intent of this article."

Affirmative Action Programs: Plans and Goals and Timetables

Provisions of the Community College Reform Act, Assembly Bill 1725 (Chapter 973, Statutes of 1988), made it necessary to revise individual district affirmative action plans in academic year 1989-90. This revision coincided with the triennial revision of goals and timetables required of districts.

As was stated in the report to the Board of Governors and the Legislature for 1990-91, all 71 districts have submitted acceptable affirmative action plans, including goals and timetables. However, revisions in the *California Code of Regulations*, Title 5, effective late in this reporting academic year (April 1992), have automatically put most plans out of compliance because of technical changes. Districts currently are working to implement these revised standards.

Affirmative Action Programs: Effectiveness

A succinct answer to the question of the effectiveness of community college affirmative action programs may fail to convey the subtleties and on-going challenges of the effort. The best short answer is, "Yes: based on multiple measures delineated in this report, progress is being made and the short-term goal has been achieved." However, this result should not engender complacency, because when the complexities of the situation are portrayed, full realization of the long-term diversity goal may be difficult. Therefore, a fuller response to the issue of effectiveness is presented through the discussion of three elements: (1) efforts toward diversity, (2) obstacles to diversity, and (3) the empirical evidence.

Effectiveness: Efforts Toward Diversity

Many tools are utilized in the quest for a societally representative full-time work force in the California Community Colleges. A fundamental element in this area is the heightened awareness that resulted from clear articulation by the Legislature and Board of Governors of mission, mandates, and goals.

With the first allocation of the Faculty and Staff Diversity Fund in late spring 1989, the system was provided the resources to strengthen full-time faculty and staff diversity efforts. These funds are apportioned to community college districts through a formula that attempts to balance the needs of providing a basic level of support for affirmative action with the need to reward districts both for short-term efforts, as depicted in "hiring rates," and long-term efforts, evidenced through changes in "staffing rates." (Please refer to Appendix, page 11, Table 9, for further discussion of the impact of hiring rates on staffing rates.) These efforts are further complemented by funding provided through the Faculty and Staff Development program, which, as one of its nine purposes, assists training that fosters institutional work force diversity.

Up to 25 percent of the Faculty and Staff Diversity program resources are set aside for statewide activities that support diversity efforts. Primary state-level activities funded are: (1) Technical Assistance Teams (TATs), which visit districts that appear to need special technical assistance; (2) special projects with statewide applicability, which are awarded to districts on a competitive basis; and (3) other special services provided to the system under the aegis of the Chancellor's Office.

Technical assistance reviews were piloted in 1990-91 with visits to Lassen, Lake Tahoe, and Sequoias community college districts. In 1991-92, Yosemite, Shasta-Tehema-Trinity, Redwoods, and Saddleback community college districts were reviewed. After the removal of recently-visited districts from the pool, those districts selected for review are in the bottom quartile of minority faculty hiring rates reported for the prior year. Eight districts will be scheduled for visits in 1992-93.

Special projects with statewide applicability are awarded to districts on a competitive basis. They have included mentoring projects to increase the supply of the underrepresented in certain fields, recruiting and outreach projects to promote the hiring of the underrepresented, and projects to provide technical assistance.

Special services for the system, arranged by the Chancellor's Office, have included the creation of training videotapes on affirmative action requirements and techniques; the ongoing, two-way linking of applicants and job vacancies via the *Registry* (a compilation of potential employees); and the *Job List* (a compilation of available positions statewide). Other activities encompass the provision of technical data needed to develop affirmative action plans and nationwide advertising campaigns to reach potential employees.

Effectiveness: Obstacles to Diversity

The long-term legislative goal is to have a full-time work force in the community colleges that mirrors the demographic characteristics of the state's adult population by the year 2005. It is difficult to accurately predict what those characteristics will be twelve years from now; therefore, the ultimate effectiveness in achieving the goal remains somewhat of an open question.

The dynamics of the hiring process itself presents obstacles: a college needs to have a vacant position; it must locate appropriate candidates, the candidates must successfully navigate the hiring protocols, and the candidate must accept the position. Several of these elements are hidden in the raw data collected in support of staff diversity. A district's unique characteristics impact the effectiveness of affirmative action. A district with low attrition in the work force and a lack of growth may be severely challenged in changing the demographics of its work force. Locating appropriate candidates for some community college positions—most notably faculty—also can be a hindrance to effective affirmative action. If adequate numbers of underrepresented candidates are simply not available, meeting diversity representation goals will be difficult. Although the colleges are making whatever efforts they can to ensure that adequate numbers of potential candidates are in the "pipeline" for future hiring, they must compete nationally with other institutions and industry in attracting candidates. This issue is particularly relevant to the differences in diversity performance by academic discipline areas.

Affirmative action effectiveness is also contingent upon the candidate's acceptance of the offer of employment. A Faculty and Staff Diversity special project conducted last year for recruiting from out-of-state reported some resistance on the part of potential candidates to accepting community college positions in California. A deterrent appeared to be the much publicized "besieged California lifestyle": the state's fiscal crisis, perceptions of low funding levels for education, underprepared students, urban problems, high costs of living, etc. Combined with the remote geographic locations of some community colleges, recruiting can be problematic.

Therefore, when measuring effectiveness, these variables also need to be taken into consideration.

Effectiveness: The Empirical Evidence

Despite several limitations, as already discussed, numerical tallies of diversity can be very informative. In this section, various arrays of data are presented. The Chancellor's Office believes that each array supports the general contention that efforts toward diversity are succeeding. Taken together, this information presents a convincing case that progress is being made to fulfill diversity goals.

Two major categories of data are presented in the appendices: "hiring rates" and "staffing rates." Generally, hiring rates measure incremental changes to the work force, while staffing rates portray the composition of the entire work force. The previously discussed AB 1725 mandates stipulate a near-term goal of a 30 percent hiring rate of underrepresented individuals and a long-term staffing rate (by the year 2005) that is equivalent to the general demographics of California. Appendices one through four provide information about hiring rates, and appendices five through seven supply information about staffing rates. The benchmark for measuring progress toward the 30 percent hiring goal is the fall 1988 to fall 1989 data comparison, since funding to effect change began in spring 1989.

Data presented in the Appendix are of full-time staff and can be summarized as follows:

Table	Title
1	Systemwide Full-Time Hiring Rates for Ethnic Minorities by EEO-6 Occupational Category *Contents*: Reports minority hiring rates by the Equal Employment Opportunity Commission standard reporting format, the EEO-6 report.
2	Full-Time Faculty Hiring Rates for Ethnic Minorities by Quartile *Contents*: Reports faculty minority hiring rates in ranked quartile order.
3	Three-Year Full-Time Faculty Minority Hiring by District *Contents*: Reports district-by-district minority faculty hiring for the three-year period, fall 1988 to fall 1991.
4	Full-Time Faculty Hires by Gender, Ethnicity, and Discipline, Fall 1991 *Contents*: Reports faculty hires by gender and ethnicity for fall 1991, sorted for academic discipline.
5	Long-Term Trends in Systemwide Full-Time Staffing Rates *Contents*: In four separate tables (Faculty; Executive/Administrative/ Managerial; Professional Non-Faculty; and Classified Staff) reports staffing rates and net changes from fall 1984 to fall 1991.
6	Current Systemwide Full-Time Staffing Rates by Selected EEO-6 Categories *Contents*: Reports staffing rates for fall 1991 by selected categories and percent change from fall 1990.
7	Full-Time Faculty Staffing Gender and Ethnicity by District *Contents*: Reports district-by-district staffing by gender and ethnicity for fall 1984, fall 1989, and fall 1991.

Conclusion

It is the Chancellor's Office conclusion that the near-term goal of the Legislature in AB 1725 has been met: the system has reached and exceeded a 30 percent hiring rate of ethnic minorities by the year 1992-93.

Hiring data as of the fall 1991 first census indicate systemwide hiring rates for all ethnic minorities as 31.2 percent for faculty, 36.4 percent for administration, 33.0 percent for professional (non-faculty) positions, and 35.7 percent for all classified support staff (see Appendix, Table 1). Each of the classified subcategories, except Skilled Crafts, reached the 30 percent target; Skilled Crafts had reached that goal in each of the two previous reports.

In addition, the results of a special early survey of fall 1992 hiring rates indicate continued improvement, with faculty minority hires at 31.7 percent, administration at 39.9 percent, and professional (non-faculty) at 42.6 percent. The tables presented in the appendices of this report indicate that the Faculty and Staff Diversity program is effectively working toward the goals of the Legislature and the Board.

APPENDIX

Systemwide EEO-6 Categories Full-Time Minority Hiring Rates

Minority hiring rates are reported by EEO-6 categories. The EEO-6 is a standard report required of all colleges by the Equal Employment Opportunity Commission. Each position is placed in one of seven categories: Executive/Administrative/Managerial; Faculty; Professional (non-faculty); Secretarial/Clerical; Technical/ Paraprofessional; Skilled Crafts; and Service/Maintenance.

The systemwide rates for each EEO-6 category are provided in Table 1.

Table 1

Systemwide Full-Time Hiring Rates for Ethnic Minorities by EEO-6 Occupational Category

EEO-6 Category	Fall 1988 to Fall 1989			Fall 1990 to Fall 1991		
	Total Hires	Min. Hires	Rate (%)	Total Hires	Min. Hires	Rate (%)
1 Exec./Admin./Managerial	365	108	29.6	291	106	36.4
2 Faculty	1,263	337	26.7	1,218	381	31.2
3 Professional (non-faculty)	138	54	39.1	115	38	33.0
4 Secretarial/Clerical	1,277	455	35.6	983	327	33.3
5 Technical/Paraprofessional	488	153	31.4	464	142	30.6
6 Skilled Crafts	113	34	30.1	92	25	27.2
7 Service/Maintenance	579	301	52.0	391	195	49.9
Professional Positions (1-3)	**1,766**	**499**	**28.3**	**1,624**	**525**	**32.3**
Support Positions (4-7)	**2,457**	**943**	**38.4**	**1,930**	**689**	**35.7**
Total System (1-7)	**4,223**	**1,442**	**34.1**	**3,554**	**1,214**	**34.2**

Source: Management Information System, *Separation/Hiring/Promotions Special Report.*

Hiring rates are computed for the period between the first census week of the fall term of one year and the same period of the fall term of the following year. Most hires in this calculation are new employees for the fall term of the following year. It should be noted that hiring rates include promotions, since such transactions usually have the same competitive characteristics as those positions filled from the outside.

As the table indicates, ethnic minorities continued to be hired at a rate in excess of 30 percent for the total system. Each of the categories, except Skilled Crafts, reached

the 30 percent target established by the Legislature in the 1990-91 period. Skilled Crafts had reached that goal in each of the two previous reports.

To ascertain if the data for professional positions would continue into the Legislative target year of 1992-93, a special survey was attached to the annual assessment report from the districts. The results of this survey are a good estimate of what the staff data report for fall 1992 will show, although minor variations are expected due to problems of interpretation of the definitions provided. This survey showed a hiring rate of 31.7 percent for faculty, 39.9 percent for administration, and 42.6 percent for professional (non-faculty). These results are consistent with those of the previous year, reported above.

Systemwide Full-Time Faculty Minority Hiring Rates

As Table 2 and Table 3 illustrate, individual district contribution to the positive results is uneven. In the 1989-90 report to the Board of Governors and the Legislature, it was noted that the provision of monetary, technical assistance, and support resources to the districts came too late for a major impact on hiring rates for that period, particularly for smaller districts. For the 1990-91 recruiting period, these assets were provided in a timely manner for district use and, with district commitment to the task, did provide increases in the number of districts reporting substantial progress in their faculty diversity efforts, particularly in the lower two quartiles. When districts are ranked according to hiring rates, interesting patterns emerge. The following table ranks districts into quartiles based on minority hiring rate.

Table 2

Full-Time Faculty Hiring Rates for Ethnic Minorities by Quartile

Quartile	Fall 1988 to Fall 1989			Fall 1989 to Fall 1990			Fall 1990 to Fall 1991		
	Total Hires	Min. Hires	Rate (%)	Total Hires	Min. Hires	Rate (%)	Total Hires	Min. Hires	Rate (%)
1	430	158	36.7	357	128	35.9	435	169	38.8
2	452	118	26.1	474	153	32.3	362	104	28.7
3	188	38	20.2	245	53	21.6	240	66	27.5
4	193	24	12.4	262	47	17.9	181	42	23.2
Totals	**1,263**	**331**	**26.7**	**1,338**	**381**	**28.5**	**1,218**	**381**	**31.2**

Source: Management Information System, *Separation/Hiring/Promotions Special Report.*

There are 18 districts in the first quartile (Q1), 18 in the second (Q2), 17 in the third (Q3), and 18 in the fourth (Q4) (based on the fall 1988 to fall 1989 distribution).

Table 2 shows that the Q1 and Q2 hire more individuals than the lower half (Q3 and Q4) and, taken together, hire ethnic minorities at a greater rate than the AB 1725 goal. Q3 and Q4 hire significantly fewer faculty, with initially lower rates of ethnic minority hires than the other quartiles. Q4 contains most of the small districts with low numbers of positions and fewer ethnic minority hires.

However, it is Q4 that has shown considerable growth in its hiring rate over the table period, hiring ethnic minorities at a rate of 23.2 percent in 1990-91 compared to 12.4 percent in the base year. Q3 has made significant progress between the 1989-90 and 1990-91 reports, increasing the ethnic minority hiring rate by 7.3 percentage points. These gains can be attributed to the previously discussed effort elements.

Three-Year Full-Time Faculty Minority Hiring by District

Table 3 reports districts' experiences in working towards the systemwide goal of a 30 percent hiring rate of minority faculty. The three-year combination is used because of variability in hiring opportunities from year-to-year for smaller districts. A district that may have done quite well two years ago may have only one hiring opportunity this year. If that opportunity was not filled by a minority hire, the district would appear to be not doing well when, in fact, it had a reasonable diversity record.

Table 3

Three-Year Full-Time Faculty Minority Hiring by District
Fall 1988 to Fall 1991

District	Available Positions	Minority Hired	Minority (Percent)
Allan Hancock Jt.	27	8	30
Antelope Valley	26	4	15
Barstow	10	2	20
Butte	39	10	26
Cabrillo	46	7	15
Cerritos	73	27	37
Chabot-Las Positas	101	22	22
Chaffey	31	6	19
Citrus	45	9	20
Coast	110	29	26

Source: Management Information System, *Separation/Hiring/Promotions Special Report.*

Three-Year Full-Time Faculty Minority Hiring by District
Fall 1988 to Fall 1991 *(Continued)*

District	Available Positions	Minority Hired	Minority (Percent)
Compton	20	16	80
Contra Costa	113	34	30
Desert	26	3	12
El Camino	85	26	31
Feather River	5	1	20
Foothill-DeAnza	149	41	28
Fremont-Newark	31	12	39
Gavilan Jt.	14	6	43
Glendale	60	10	17
Grossmont-Cuyamaca	80	24	30
Hartnell	19	7	37
Imperial	36	15	42
Kern	53	15	28
Lake Tahoe	9	1	11
Lassen	4	1	25
Long Beach	82	21	26
Los Angeles	189	81	43
Los Rios	155	61	39
Marin	19	5	26
Mendocino-Lake	8	1	13
Merced	33	7	21
MiraCosta	37	11	30
Monterey Peninsula	24	7	29
Mt. San Antonio	83	23	28
Mt. San Jacinto	24	3	13
Napa Valley	23	5	22
North Orange County	82	24	29
Palo Verde	11	1	9
Palomar	63	9	14
Pasadena Area	67	22	33
Peralta	64	28	44
Rancho Santiago	49	14	29
Redwoods	46	6	13
Rio Hondo	40	10	25
Riverside	94	28	30
Saddleback	66	14	21
San Bernardino	60	20	33

Source: Management Information System, *Separation/Hiring/Promotions Special Report.*

Three-Year Full-Time Faculty Minority Hiring by District
Fall 1988 to Fall 1991 *(Continued)*

District	Available Positions	Minority Hired	Minority (Percent)
San Diego	195	60	31
San Francisco	142	59	42
San Joaquin Delta	44	14	32
San Jose-Evergreen	57	18	32
San Luis Obispo County	41	8	20
San Mateo County	75	21	28
Santa Barbara	77	16	21
Santa Clarita	17	3	18
Santa Monica	57	29	51
Sequoias	38	8	21
Shasta-Tehama-Trinity Jt.	25	1	4
Sierra Jt.	33	5	15
Siskiyou Jt.	7	0	0
Solano County	41	6	15
Sonoma County Jr.	68	9	13
Southwestern	47	21	45
State Center	72	14	19
Ventura County	88	30	34
Victor Valley	39	12	31
West Hills	17	6	35
West Kern	3	0	0
West Valley-Mission	45	18	40
Yosemite	47	3	6
Yuba	24	10	42
Total Districts	**3,830**	**1,108**	**29**

Source: Management Information System, *Separation/Hiring/Promotions Special Report.*

This table shows that some districts have hired minority full-time faculty in excess of the 30 percent statewide goal and how close others are to this goal, often but a single minority hire away. Analysis of this information with the long-term staffing rates information (Table 7) reveals that, as a system, districts generally are making the diversity effort necessary to fulfill the goals established by the Legislature and the Board.

Fall 1991 Full-Time Faculty Hires by Academic Discipline

Another issue of concern relates to differences in diversity levels by academic discipline areas. Table 4 provides currently available systemwide staffing data by discipline, at the two-digit TOPS code level.

Table 4

Full-Time Faculty Hires by Gender, Ethnicity, and Discipline
Fall 1991

TOPS Code	Discipline	Total	Fem.	Nat. Amer.	Asian	Filip.	Black	Hisp.	White	Minority (%)
01	Agri. & Nat. Res.	6	0	1	0	0	0	0	5	16.7
02	Arch. & Envir. Des.	2	2	0	0	0	0	0	2	0.0
04	Biological Sci.	39	21	2	2	2	0	3	30	23.1
05	Bus. & Mgmt.	83	38	4	10	2	2	5	60	27.7
06	Communications	7	3	0	0	1	0	1	5	28.6
07	Computer/Info. Sci.	50	22	1	2	6	1	3	70	26.0
08	Education	76	34	0	1	4	0	5	66	13.2
09	Engr. & Rel. Tech	86	15	3	4	3	1	5	70	18.6
10	Fine & App. Arts	111	50	1	2	3	0	14	91	18.0
11	Foreign Language	50	34	1	10	0	0	20	19	62.0
12	Health	91	73	0	6	5	4	2	77	18.7
13	Cons. Ed. Home Econ	37	32	0	1	3	0	5	28	24.3
14	Law	4	2	0	0	0	0	0	4	0.0
15	Humanities (Letters)	238	149	6	19	15	1	28	169	29.0
16	Library Sci.	--	--	--	--	--	--	--	--	--
17	Mathematics	130	51	1	21	4	0	15	89	31.5
19	Physical Sci.	59	27	4	9	1	0	3	42	28.8
20	Psychology	16	12	0	2	0	0	1	13	18.8
21	Public Affairs./Svcs.	30	10	0	0	3	0	3	24	20.0
22	Social Sci.	95	41	0	10	8	3	12	62	34.7
30	Commercial Svcs.	9	8	0	1	2	0	0	6	33.3
49	Interdisc. Studies	116	80	1	12	6	0	12	75	26.7
	Totals	**1,335**	**704**	**25**	**112**	**68**	**12**	**137**	**1,007**	**26.5**

Note: Total does not equal reported sum of parts because of miscodes and unknowns.

Long-Term Trends in Systemwide Full-Time Staffing Rates

There has been progress made in staffing rates for faculty as shown in Table 6. Looking at the past eight Management Information System reports on this area, the upward trend in minority and women in the faculty is apparent. In one or two instances where district data for a given year were not reported, data in the tables have been adjusted by interpolation or use of an alternative data source for "missing district reports."

Table 5A

Number and Percent of Full-Time Faculty by Gender and Ethnicity Fall 1984 to Fall 1991

Fall	Total	Female	Am. Ind./ Alask.	Asian/ Pac. Is.	Black	Hisp.	White	Filip.
1984	15,604	5,477 35.1	94 0.6	499 3.2	764 4.9	827 5.3	13,373 85.7	47 0.3
1985	15,631	5,580 35.7	94 0.6	516 3.3	782 5.0	844 5.4	13,333 85.3	62 0.4
1986	15,624	5,728 36.7	95 0.6	515 3.3	784 5.0	874 5.6	13,293 85.1	63 0.4
1987	15,465	5,737 37.1	92 0.6	540 3.5	798 5.2	893 5.8	13,079 84.6	63 0.4
1988	15,458	5,936 38.4	93 0.6	554 3.6	817 5.3	924 6.0	13,007 84.1	63 0.4
1989	15,775	6,178 39.2	110 0.7	600 3.8	833 5.3	1,023 6.5	13,146 83.3	63 0.4
1990	16,647	6,559 39.4	117 0.7	682 4.1	932 5.6	1,115 6.7	13,734 82.5	67 0.4
1991	16,835	6,970 41.4	151 0.9	774 4.6	959 5.7	1,245 7.4	13,639 81.1	67 0.4
Change 1984-1991 %	**1,231 7.9**	**1,493 27.3**	**57 60.6**	**275 55.1**	**195 25.5**	**418 50.5**	**266 2.0**	**20 42.6**

Source: Management Information System, *Staff Data File.*

Two columns in Table 5A indicate the movement through this period. First, the participation rate of women in faculties has increased 6.3 percentage points, from 35.1 percent to 41.4 percent. During the period, the number of women increased by 27.3 percent, from 5,477 to 6,970. Second, the participation rate in the category "White" has decreased by 4.6 percentage points, from 85.7 percent to 81.1 percent. The number of "White" faculty increased by 2.0 percent, from 13,373 to 13,639. The total number of faculty grew by 7.9 percent (1,231 positions, from 15,604 to 16,835) during the period, with 78.4 percent of these new positions being filled by ethnic minorities.

The following tables provide similar data for Executive/Administrative/ Managerial, Professional (non-faculty), and Classified staff.

Table 5B

Number and Percent of Full-Time Executive/Administrative/ Managerial Staff by Gender and Ethnicity Fall 1984 to Fall 1991

Fall	Total	Female	Am. Ind./ Alask.	Asian/ Pac. Is.	Black	Hisp.	White	Filip.
1984	2,246	622 27.7	21 0.9	71 3.2	201 8.9	192 8.5	1,748 77.8	13 0.6
1985	2,277	651 28.6	20 0.9	78 3.4	219 9.6	188 8.3	1,759 77.3	13 0.6
1986	2,324	701 30.2	22 0.9	78 3.4	224 9.6	199 8.6	1,792 77.1	9 0.4
1987	2,304	725 31.5	21 0.9	74 3.2	218 9.5	205 8.9	1,777 77.1	9 0.4
1988	2,372	799 33.7	26 1.1	77 3.2	233 9.8	214 9.0	1,812 76.4	10 0.4
1989	2,530	911 36.0	30 1.2	83 3.3	244 9.6	239 9.4	1,925 76.1	9 0.4
1990	2,688	971 36.1	31 1.2	91 3.4	266 9.9	257 9.6	2,026 75.4	17 0.6
1991	2,641	998 37.8	31 1.2	95 3.6	270 10.2	286 10.8	1,938 73.4	21 0.8
Change 1984-1991 %	**395 17.6**	**376 60.5**	**10 47.6**	**24 33.8**	**69 34.3**	**94 49.0**	**190 10.9**	**13 61.5**

Source: Management Information System, *Staff Data File*.

Table 5C

Number and Percent of Full-Time Professional (Non-Faculty) Staff by Gender and Ethnicity Fall 1984 to Fall 1991

Fall	Total	Female	Am. Ind./ Alask.	Asian/ Pac. Is.	Black	Hisp.	White	Filip.
1984	1,988	980 49.3	10 0.5	123 6.2	207 10.4	207 10.4	1,387 69.8	54 2.7
1985	1,860	962 51.7	9 0.5	119 6.4	207 11.1	197 10.6	1,278 68.7	50 2.7
1986	1,801	937 52.0	7 0.4	116 6.4	198 11.0	195 10.8	1,232 68.4	53 2.9
1987	1,788	924 51.7	7 0.4	125 7.0	195 10.9	207 11.6	1,202 67.2	52 2.9
1988	1,778	958 53.9	9 0.5	114 6.4	199 11.2	229 12.9	1,179 66.3	48 2.7
1989	1,959	1,087 55.5	12 0.6	131 6.7	245 12.5	263 13.4	1,252 63.9	57 2.9
1990	2,140	1,237 57.8	17 0.8	154 7.2	272 12.7	306 14.3	1,325 61.9	66 3.1
1991	2,070	1,225 59.2	15 0.7	155 7.5	275 13.3	282 13.6	1,279 61.8	64 3.1
Change 1984-1991 **%**	**82** **4.6**	**245** **25.0**	**5** **50.0**	**31** **26.0**	**68** **32.9**	**75** **36.28**	**-108** **-7.8**	**10** **18.5**

Source: Management Information System, *Staff Data File.*

Table 5D

Number and Percent of Full-Time Classified Staff by Gender and Ethnicity Fall 1984 to Fall 1991

Fall	Total	Female	Am. Ind./ Alask.	Asian/ Pac. Is.	Black	Hisp.	White	Filip.
1984	13,925	8,369 60.1	153 1.1	696 5.0	1,671 12.0	1,880 13.5	9,260 66.5	265 1.9
1985	14,225	9,535 67.0	128 0.9	740 5.2	1,678 11.8	1,920 13.5	9,474 66.6	285 2.0
1986	14,392	8,703 60.5	119 0.8	770 5.4	1,644 11.4	1,991 13.8	9,583 66.6	285 2.0
1987	14,389	8,650 60.1	115 0.8	800 5.6	1,593 11.1	2,065 14.4	9,501 66.0	315 2.2
1988	14,506	8,823 60.8	132 0.9	867 6.0	1,576 10.9	2,153 14.8	9,446 65.1	332 2.3
1989	15,251	9,321 61.1	138 0.9	958 6.3	1,658 10.9	2,344 15.4	9,834 64.5	319 2.1
1990	15,981	9,780 61.2	144 0.9	1,055 6.6	1,774 11.1	2,541 15.9	10,099 63.2	368 2.3
1991	16,422	10,050 61.2	148 0.9	1,117 6.8	1,855 11.3	2,693 16.4	10,231 62.3	378 2.3
Change 1984-1991 %	**2,497 17.9**	**1,681 20.1**	**-5 -3.3**	**421 60.5**	**184 11.0**	**813 43.2**	**971 10.5**	**113 42.6**

Source: Management Information System, *Staff Data File*.

Current Systemwide Full-Time Staffing Rates by Selected EEO-6 Categories

For fall 1991, the system's full-time staff percentage distribution by gender and ethnicity was as shown in the following table.

Table 6

Systemwide Full-Time Staff by Gender and Ethnicity by Selected EEO-6 Categories Fall 1991 and Percentage Change from Fall 1990

Category	Total	Female	White	Ethnic Minority
Executive/Administration/Manager	2,641	37.8	73.4	26.6
Fall 1990-91	-1.7	2.8	-4.3	6.2
Faculty	16,835	41.4	81.1	18.9
Fall 1990-91	1.1	6.3	-0.7	9.7
Professional (non-faculty)	2,070	59.2	61.8	38.2
Fall 1990-91	-3.3	-1.0	-3.5	-2.9
Classified	16,422	61.2	62.3	37.7
Fall 1990-91	2.8	2.8	1.3	5.3
Total Staff	**37,968**	**50.7**	**71.4**	**28.6**
Fall 1990-91	**1.4**	**3.8**	**-0.4**	**5.9**

Source: Management Information System, *Staff Data File.*

As expected, the proportion of ethnic minorities on staff is lower than the hiring rates for ethnic minorities. In career categories, such as faculty, the distribution is heavily influenced by the hiring practices of one-to-two decades ago. As those hired prior to 1975 move into retirement, the replacement through hiring practices attuned to ethnic and gender diversity should bring the staffing rates into line with the availability of those groups in the relevant work force.

Even though the first goal—to have a 30 percent systemwide hiring rate of ethnic minorities for 1992-93—has been achieved, the second goal—to have the work place reflective of the adult population by the year 2005—may be more difficult to reach. It will take years of 30 percent ethnic minority hiring rates to achieve this second goal because of the incremental nature of the effect of hiring rates on the overall composition of the system work force.

Full-Time Staffing Gender and Ethnicity by District Fall 1984, 1989, and 1991

District staffing patterns for full-time faculty over a seven-year period are provided in Table 7. These data indicate that most districts are making gains in their faculty diversity efforts.

Table 7

California Community Colleges Full-Time Faculty Staffing Gender and Ethnicity by District Fall 1984, Fall 1989, and Fall 1991

District		Total	Fem	Native Amer	Asian	Filip	Black	Hisp	White	% Min
ALLAN HANCOCK JT.	1984	122	35	1	2	0	4	4	111	9.0
	1989	109	33	1	2	0	4	7	95	12.8
	1991	114	41	2	4	0	5	8	95	16.7
ANTELOPE VALLEY	1984	83	36	0	0	0	2	3	78	6.0
	1989	103	47	0	1	0	2	4	96	6.8
	1991	113	52	0	3	0	3	5	102	9.7
BARSTOW	1984	26	10	0	0	0	0	3	22	11.5
	1989	26	6	1	1	1	0	1	22	15.4
	1991	28	5	1	3	0	0	1	23	17.9
BUTTE	1984	123	40	0	3	0	2	4	114	7.3
	1989	128	47	1	3	0	2	4	118	7.8
	1991	153	62	1	6	0	3	6	137	10.5
CABRILLO	1984	186	69	1	5	2	1	11	166	10.8
	1989	185	86	0	3	2	1	12	167	9.7
	1991	224	106	0	4	1	1	14	204	8.9
CERRITOS	1984	227	80	1	2	0	3	14	207	8.8
	1989	220	89	0	6	0	5	17	192	12.7
	1991	250	108	3	9	0	9	20	209	16.4
CHABOT-LAS POSITAS	1984	231	73	0	10	1	8	15	197	14.7
	1989	237	85	0	8	2	11	14	202	14.8
	1991	269	108	0	11	3	15	18	222	17.5
CHAFFEY	1984	191	81	0	4	2	8	10	167	12.6
	1989	172	83	2	4	1	8	12	145	15.7
	1991	269	150	3	4	0	12	17	233	13.4

District		Total	Fem	Native Amer	Asian	Filip	Black	Hisp	White	% Min
CITRUS	1984	120	43	1	4	0	2	5	108	10.0
	1989	130	56	1	3	0	3	8	115	11.5
	1991	153	66	1	3	1	5	9	134	12.4
COAST	1984	609	222	6	13	1	4	17	568	6.7
	1989	588	243	2	16	0	3	19	548	6.8
	1991	623	262	2	25	0	5	29	562	9.8
COMPTON	1984	70	20	0	4	0	25	4	37	47.1
	1989	79	33	0	6	0	35	10	28	64.6
	1991	81	36	0	7	1	38	8	27	66.7
CONTRA COSTA	1984	385	109	2	14	2	29	24	315	18.4
	1989	405	136	2	18	1	36	28	320	21.0
	1991	431	162	2	20	1	42	32	334	22.5
DESERT	1984	101	29	0	1	0	2	7	91	9.9
	1989	114	35	0	2	0	3	9	100	12.3
	1991	104	33	0	1	0	4	7	92	11.5
EL CAMINO	1984	330	99	1	20	0	16	15	278	15.8
	1989	303	115	2	17	0	15	15	254	16.2
	1991	322	125	1	22	0	18	21	260	16.2
FEATHER RIVER	1984	A Part of Peralta Community College District This Year								
	1989	20	4	0	0	0	0	2	18	10.0
	1991	20	2	0	0	0	1	1	18	10.0
FOOTHILL-DEANZA	1984	455	151	2	13	2	8	11	419	7.9
	1989	559	233	2	33	0	16	27	481	14.0
	1991	534	232	5	36	0	18	28	447	16.3
FREMONT-NEWARK	1984	105	52	2	2	0	3	3	95	9.5
	1989	104	53	1	6	0	1	3	93	10.6
	1991	121	68	0	10	1	3	7	100	17.4
GAVILAN JT	1984	60	22	0	1	1	0	6	52	13.3
	1989	66	27	0	1	1	0	7	57	13.6
	1991	68	32	0	1	1	0	9	57	16.2
GLENDALE	1984	182	68	0	5	0	3	7	167	8.2
	1989	198	88	0	10	1	3	10	174	12.1
	1991	191	86	0	10	1	2	9	169	11.5
GROSSMONT-CUYAMACA	1984	224	70	1	6	0	4	9	204	8.9
	1989	228	78	2	8	2	3	10	203	11.0
	1991	250	97	2	10	2	5	18	213	14.8
HARTNELL	1984	104	36	0	3	0	1	8	92	11.5
	1989	83	30	2	1	0	1	9	70	15.7
	1991	84	31	2	0	0	1	10	71	15.5

District		Total	Fem	Native Amer	Asian	Filip	Black	Hisp	White	% Min
IMPERIAL	1984	66	21	2	0	0	1	8	55	16.7
	1989	81	36	2	0	0	1	16	62	23.5
	1991	91	41	2	0	1	1	17	70	23.1
KERN	1984	261	93	2	4	0	6	8	241	7.7
	1989	293	120	2	4	0	13	15	259	11.6
	1991	299	127	2	6	0	14	17	260	13.0
LAKE TAHOE	1984	17	6	0	0	0	0	0	17	0.0
	1989	18	6	0	0	0	0	0	18	0.0
	1991	24	11	0	0	0	0	0	24	0.0
LASSEN	1984	36	10	0	0	0	0	1	35	2.8
	1989	49	14	1	1	0	0	1	46	6.1
	1991	54	21	2	2	0	0	2	48	11.1
LONG BEACH	1984	296	115	0	6	0	12	7	271	8.4
	1989	290	114	1	6	0	16	8	259	10.7
	1991	309	131	1	12	0	16	10	270	12.6
LOS ANGELES	1984	1,982	765	4	89	8	202	163	1,516	23.5
	1989	1,773	696	4	99	12	202	169	1,287	27.4
	1991	1,708	697	7	104	10	200	167	1,220	28.6
LOS RIOS	1984	624	188	2	25	2	32	25	538	13.8
	1989	645	230	8	28	3	32	33	541	16.1
	1991	666	252	9	39	3	39	45	531	20.3
MARIN	1984	169	58	0	1	0	4	2	162	4.1
	1989	153	54	0	2	0	5	5	141	7.8
	1991	151	61	0	1	1	6	7	136	9.9
MENDOCINO-LAKE	1984	33	6	0	1	0	0	0	32	3.0
	1989	41	14	0	2	0	0	2	37	9.8
	1991	42	16	0	3	0	0	2	37	11.9
MERCED	1984	104	29	0	1	1	1	5	96	7.7
	1989	124	42	0	1	0	5	9	109	12.1
	1991	140	44	0	2	0	4	12	122	12.9
MIRACOSTA	1984	93	35	2	0	0	3	2	86	7.5
	1989	83	38	2	0	0	2	6	73	12.0
	1991	97	48	2	4	0	1	8	82	15.5
MONTEREY PENIN.	1984	124	40	1	1	0	2	4	116	6.5
	1989	111	40	0	5	0	2	4	100	9.9
	1991	118	48	0	6	0	4	5	103	12.7

District		Total	Fem	Native Amer	Asian	Filip	Black	Hisp	White	% Min
MT. SAN ANTONIO	1984	266	90	1	3	1	14	16	231	13.2
	1989	263	102	2	5	0	14	23	219	16.7
	1991	302	128	4	1	1	17	26	245	16.2
MT. SAN JACINTO	1984	39	16	0	1	0	0	2	36	7.7
	1989	46	17	0	2	1	0	6	37	19.6
	1991	50	18	1	2	0	0	6	41	18.0
NAPA VALLEY	1984	99	44	0	0	1	2	1	95	4.0
	1989	97	49	0	0	1	2	4	90	7.2
	1991	103	52	0	0	2	1	7	93	9.7
NORTH ORANGE CO.	1984	510	193	7	15	3	4	23	458	10.2
	1989	508	203	6	13	3	5	21	460	9.4
	1991	512	219	7	24	2	7	21	451	11.9
PALO VERDE	1984	10	5	0	0	0	0	0	10	0.0
	1989	13	6	0	0	0	0	2	11	15.4
	1991	17	8	1	0	0	0	2	14	17.6
PALOMAR	1984	234	84	3	1	0	7	14	209	10.7
	1989	238	89	4	1	0	5	13	215	9.7
	1991	257	99	4	3	0	3	17	230	10.5
PASADENA AREA	1984	312	116	4	12	1	25	16	254	18.6
	1989	328	134	3	15	2	31	19	258	21.3
	1991	340	157	5	24	2	32	23	254	25.3
PERALTA	1984	446	162	3	21	4	99	27	292	34.5
	1989	336	119	1	17	4	90	27	197	41.4
	1991	366	134	2	18	3	96	29	218	40.4
RANCHO SANTIAGO	1984	301	129	2	12	4	13	20	250	16.9
	1989	372	176	3	13	0	12	34	310	16.7
	1991	314	149	3	14	1	16	31	249	20.7
REDWOODS	1984	104	32	2	0	0	0	2	100	3.8
	1989	95	30	1	0	0	1	2	91	4.2
	1991	108	35	1	1	0	1	3	102	5.6
RIO HONDO	1984	173	70	2	7	0	1	16	147	15.0
	1989	172	69	1	6	0	2	18	145	15.7
	1991	173	76	1	8	0	3	22	139	19.7
RIVERSIDE	1984	150	56	1	4	0	4	7	134	10.7
	1989	184	76	3	9	0	8	16	148	19.6
	1991	212	98	2	11	0	15	21	163	23.1
SADDLEBACK	1984	220	80	2	9	0	2	6	210	8.6
	1989	262	107	1	9	0	6	5	241	8.0
	1991	281	117	4	10	0	5	9	253	10.0

District		Total	Fem	Native Ameri	Asian	Filip	Black	Hisp	White	% Min
SAN BERNARDINO	1984	225	70	3	6	1	14	13	188	16.4
	1989	197	71	5	8	0	14	18	152	22.8
	1991	208	84	5	10	0	12	16	165	20.7
SAN DIEGO	1984	530	208	3	12	0	29	23	463	12.6
	1989	539	234	7	13	0	36	31	452	16.1
	1991	741	336	7	32	0	62	64	576	22.3
SAN FRANCISCO	1984	636	291	9	70	4	37	34	462	24.2
	1989	691	331	9	85	8	51	45	493	28.7
	1991	719	351	11	91	8	51	57	501	30.3
SAN JOAQUIN DELTA	1984	212	62	0	11	1	11	12	177	16.5
	1989	234	90	1	15	1	12	18	187	20.1
	1991	222	85	2	14	1	10	21	174	21.6
SAN JOSE-EVERGREEN	1984	228	86	1	9	0	10	18	190	16.7
	1989	200	83	1	6	0	10	20	163	18.5
	1991	229	109	3	10	0	11	25	180	21.4
SAN LUIS OBISPO CO.	1984	71	17	0	1	1	0	3	66	7.0
	1989	98	39	0	2	1	0	5	90	8.2
	1991	111	45	0	3	0	0	6	102	8.1
SAN MATEO COUNTY	1984	395	126	0	11	3	23	3	344	10.1
	1989	380	139	0	10	4	17	17	332	12.6
	1991	387	142	0	12	3	21	23	328	15.2
SANTA BARBARA	1984	165	62	0	1	0	4	10	150	9.1
	1989	182	86	0	1	0	6	18	157	13.7
	1991	202	90	0	4	0	7	24	167	17.3
SANTA CLARITA	1984	53	23	1	2	0	0	2	48	9.4
	1989	57	25	1	2	0	0	1	53	7.0
	1991	54	26	1	1	1	0	1	50	7.4
SANTA MONICA	1984	208	77	1	4	0	10	12	181	13.0
	1989	227	101	3	9	0	21	13	181	20.3
	1991	239	115	2	12	1	27	19	178	25.5
SEQUOIAS	1984	120	41	0	1	0	2	1	116	3.3
	1989	145	49	0	3	0	3	2	137	5.5
	1991	159	66	0	3	0	4	6	146	8.2
SHASTA-TEH-TRI JT.	1984	114	31	0	0	0	0	5	109	4.4
	1989	115	38	0	0	0	0	5	110	4.3
	1991	137	48	4	0	0	0	5	128	6.6

District		Total	Fem	Native Amer	Asian	Filip	Black	Hisp	White	% Min
SIERRA JOINT	1984	132	37	2	1	0	1	3	125	5.3
	1989	125	38	1	1	0	1	2	120	4.0
	1991	135	45	4	2	0	1	7	121	10.4
SISKIYOU JOINT	1984	45	7	1	0	0	0	2	42	6.7
	1989	48	10	3	0	0	0	0	45	6.3
	1991	46	9	3	0	0	0	0	43	6.5
SOLANO COUNTY	1984	125	37	1	2	0	11	7	104	16.8
	1989	127	47	1	1	1	11	4	109	14.2
	1991	154	64	1	3	1	13	7	129	16.2
SONOMA COUNTY JR	1984	216	66	5	4	0	4	6	197	8.8
	1989	242	76	3	4	1	2	7	225	7.0
	1991	263	94	2	5	1	3	9	243	7.6
SOUTHWESTERN	1984	174	64	1	2	2	4	26	139	20.1
	1989	179	74	1	2	2	5	29	140	21.8
	1991	198	86	2	7	3	6	43	137	30.8
STATE CENTER	1984	274	65	4	9	1	13	22	225	17.9
	1989	295	82	9	8	3	21	30	224	24.1
	1991	334	103	9	16	1	20	28	260	22.2
VENTURA COUNTY	1984	336	101	3	6	1	13	30	283	15.8
	1989	330	117	1	8	1	13	42	265	19.7
	1991	361	139	1	9	2	20	46	283	21.6
VICTOR VALLEY	1984	62	24	0	0	1	1	1	59	4.8
	1989	66	32	0	3	1	1	2	59	10.6
	1991	88	38	2	6	1	1	7	71	19.3
WEST HILLS	1984	37	6	0	0	0	0	0	37	0.0
	1989	49	15	0	3	0	0	1	45	8.2
	1991	61	15	2	2	0	1	2	54	11.5
WEST KERN	1984	28	3	1	1	0	0	1	25	10.7
	1989	19	3	0	0	0	0	1	18	5.3
	1991	21	4	0	0	0	0	1	20	4.8
WEST VALLEY-MISSION	1984	264	98	0	8	0	5	10	241	8.7
	1989	256	115	0	15	0	5	9	227	11.3
	1991	266	130	2	17	0	5	17	225	15.4
YOSEMITE	1984	237	62	0	3	0	1	4	229	3.4
	1989	231	64	1	6	0	1	6	217	6.1
	1991	237	69	1	5	0	1	7	223	5.9
YUBA	1984	114	34	2	8	0	2	9	93	18.4
	1989	114	36	2	6	1	3	8	94	17.5
	1991	127	44	3	11	1	5	13	94	26.0

District		Total	Fem	Native Amer	Asian	Filip	Black	Hisp	White	% Min
ALL DISTRICTS	1984	15,604	5,477	94	499	47	764	827	13,373	14.3
	1989	15,775	6,178	110	600	63	833	1023	13,146	16.7
	1991	16,835	6,970	151	774	67	959	1245	13,639	19.0